

**‘Building Momentum – A New Public Service Agreement, 2021 – 2022’ and extension to 31 December 2023**

**Civil Service Action Plan – Progress Report September 2023**

This Action Plan was developed in accordance with the requirement in - ‘Building Momentum – A New Public Service Agreement 2021 – 2022’\* to develop sectoral action plans linked to the reform agenda in the Agreement (section 1.6 of *Building Momentum*). As stated in the Agreement, the Covid-19 crisis of 2020 saw an unprecedented display of commitment, flexibility, hard work and agility in service provision across the range of civil and public services. The Agreement reflects a commitment by the parties to harness this momentum for change to meet the immediate challenges that present in the lifetime of the Agreement, and to prepare for future challenges. Each of the actions outlined in this action plan are linked back to the reform agenda outlined in *Building Momentum* – the relevant action number is shown in the Actions column.

In accordance with the Agreement this plan sets out objectives, deliverables and timelines, and will be signed off by the Secretary General of the Department of Public Expenditure, NDP Delivery and Reform on behalf of the Civil Service Sector.

The Civil Service Action Plan contains commitments to co-operate with a range of reforms across the sector. It also contains examples of the actions specific Departments intend to take. This list is not exhaustive, and the commitments to co-operation in the Action Plan will apply to any such reforms being implemented in civil service workplaces over the lifetime of the Agreement. The Civil Service Action Plan includes input from relevant state agencies where appropriate.

The Irish Prison Service (IPS), while part of the Civil Service, faces challenges specific to itself and for that reason has a separate Action Plan.

\* Please note that on 30 August 2022 ‘Building Momentum – A New Public Service Agreement 2021 – 2022’ was extended to cover the period up to 31 December 2023.

**Action Plan – Sector: Civil Service.**

<b>PRIORITY 1 - Improving access to services and increased flexibility in our resourcing model to deliver better services</b>				
<b><u>ACTIONS</u></b>	<b><u>OUTCOMES</u></b>	<b><u>TIMEFRAME</u></b>	<b><u>MEASURES</u></b>	<b><u>PROGRESS/ACHIEVEMENTS JAN – SEPT ‘23</u></b>
1.5.2(2) <b>Amending/extending opening arrangements</b> Parties will engage on amending/extending opening arrangements with a view to providing optimal service to customers taking account also of the growth in use of online services. In the first instance this may involve customer facing areas in DSP, Justice, DETE and PRA.	Improved service delivery to clients	Q1 2021 - Q4 2022	Increased opening hours where need identified and agreed.	<b>DSP</b> •The recruitment process is complete for the implementation of a 24x7 hours operations shift in the ICT area. The required shift cadre is now established and the 24x7 shift will commence end of September. •There has been a period of escalation on IR issues during which the Dept. was put on notice for industrial action. Through negotiations and the dispute resolution

				mechanisms of Building Momentum an agreement has been met.
1.5.3(1), 1.5.3(2) <b>Reassignment &amp; Temporary Assignment Policy and Scheme</b> Continued cooperation, subject to consultation, with staff reassignment where required to meet Covid19 critical demands as they arise. Furthermore the retention of the policy for non-covid19related critical matters will be the subject of further consultation.	To ensure essential service can continue to be delivered at specific times through the Temporary Assignment Policy and Scheme (TAS).	Q1 2021 – Q4 2022	Staff temporarily assigned across the Public Service as required for key initiatives (e.g. contract tracing, vaccination programme support). Staff reassigned within organisations to meet critical demands as they arise.	The policy is in place and can be utilised as required.
1.3.3, 1.3.5, 1.5.3(1), 1.5.2(1) <b>Mobility</b> Extending and expanding the permanent Mobility schemes (where appropriate across the wider Public Service, on a reciprocal basis).  Consultation/co-operation with broadening of specialist skill lists for mobility at AO, HEO and development of specialist skill set lists at EO and CO in line with PFG Commitments, CS 2030 Renewal and business needs.	<ul style="list-style-type: none"> <li>• Completion of general mobility schemes in the Civil Service - similar policy/scheme can be utilised by PS.</li> <li>• Review of CS Mobility Scheme for potential broader application across sectors.</li> <li>• Mobility scheme for P&amp;T grades within the CS.</li> <li>• Review feasibility of scheme for Service Officers</li> </ul>	Q3 2021  Q2 2022	Scheme operational and delivering against sequencing arrangements.	<p>Mobility review completed in January 2023. Information for the applicants and local HR's has been refined through frequently updating the website and the FAQ documentation.</p> <p>The scheme continued to deliver through an open and transparent process. It has a positive impact on job satisfaction, work life balance, and career development.</p> <p>Further scoping on the P&amp;T roles is required in order to bottom out the potential churn and backfilling blockages.</p>
1.3.3, 1.3.5, 1.5.3(1), 1.5.2(1) <b>Secondment</b> Co-operation with CS Secondment Policy, including bodies under the aegis. Acknowledging that mobility remains the	<ul style="list-style-type: none"> <li>• Secondment Policy for the Civil Service – similar policy can be applied by sectors as required.</li> </ul>	Q2 2021	Policy live and in operation, working in tandem with Mobility Schemes.	The secondment policy is successfully working to allow organisations to fill a temporary position with both the receiving and sending organisation benefitting from shared learning and development.

<p>primary vehicle for staff movement within the Civil Service.</p>	<ul style="list-style-type: none"> <li>• Review of CS Secondment Policy for potential broader application across sectors.</li> </ul>	<p>Q2 2022</p>		
<p>1.5.4(4) <b>National Apprenticeship Plan</b> Continue with, and expand on the commitment that 'apprenticeship and traineeship numbers will expand incrementally, on a sectoral basis' in line with PFG commitments alongside established primary recruitment processes.</p> <p>Following consultation cooperation with the implementation of the review findings and recommendations from existing apprenticeship pilot programmes (ICT, accounting technicians).</p>	<p>Working with the Department of Further and Higher Education, Research, Innovation and Science (DFHERIS) to scope out possible expansion of the apprenticeship model in the civil and wider public service in the context of Programme for Government Commitments (the DFHERIS National Action Plan for Apprenticeships 2021 – 2025 commits to an increased annual intake of 10,000 apprenticeships (from c.6,000 per annum currently) with all private and public service employers by 2025).</p>	<p>Q4 2022</p>	<ul style="list-style-type: none"> <li>• Year on year increase in number coming through apprenticeship schemes in line with PFG commitments</li> <li>• Year on year increase in numbers undertaking reskilling internally programmes.</li> </ul>	<p>The Public Service Apprenticeship Plan 2022-2025 was launched by Minister for DFHERIS and DPENDR in August 2023 – this outlines how to grow the number of annual apprenticeship registrations across the public service, including local authorities, to 750 by 2025 (2022 saw 373 registered across the public service in 20 different diverse programmes – an increase of 103 over 2021 figures).</p> <p>OGCIO have successfully recruited over 100 apprentices earlier this year into 22 organisations across the Civil Service.</p>
<p>1.3.3, 1.5.2(1), 1.5.3(3) <b>Position management for professional/technical grades</b> Revision of position management practices for professional/technical grades to align with general service grades.</p> <ul style="list-style-type: none"> <li>• Agriculture: Deployment practices in technical and professional (veterinary) streams with respect to recruitment, promotion and internal transfer.</li> </ul>	<p>Responsive, timely, streamlined, efficient processes</p>	<p>Q1 2021 – Q4 2022</p>	<p>Cooperation with new more efficient processes</p>	<p><b>DAFM</b></p> <ul style="list-style-type: none"> <li>• The parties referred the matter to the Civil Service Arbitration Board for a binding decision, and while the Board found in favour of the Official Side, clarification has been sought from the Board concerning implementation timelines.</li> </ul>

Constructive engagement re the applicability of broader mobility initiatives, including deployment to & retention in allowed posts.				
<b>PRIORITY 2 - The potential for technology to transform service delivery</b> Further embrace and support the use of technology through: (i) Engagement with new and emerging technology, (ii) Streamlined processes and procedures, including intelligent automation, redesign and digitalisation and (iii) Upskilling and reskilling				
<b>ACTIONS</b>	<b>OUTCOMES</b>	<b>TIMEFRAME</b>	<b>MEASURES</b>	<b>PROGRESS/ACHIEVEMENTS JAN - SEPT '23</b>
<p>1.4.1, 1.3.5  <b>Shared and common services</b>            Cooperation with the continued move towards greater use of shared and common services.</p> <p>Commitment that the move to shared and common services may require the redeployment of designated personnel to other organisations, where required following integration into shared service functions.</p> <p>Cooperation with move to common delivery of utility ICT services, infrastructures and applications as provisioned by OGCIO as part of the Build to Share programme.</p>	<p>Economies of scale, rationalisation, common platforms, supports collaboration, enhanced productivity, ability to refocus Departmental IT professionals to act on Dept specific functions.</p> <p>Depts. will have the ability to scale up remote and other working requirements quickly and effectively to meet business and societal needs.</p> <p>Greater levels of innovation and capacity to adopt new digital workplace tools and solutions, will be enabled through upskilling/ reskilling of staff with higher levels of ICT and digital literacy skills.</p>	Q4 2022	Build to Share client on-boarding metrics.	As at August, there are over 7,500 users across 24 departments/bodies using the OGCIO's ISO Certified Managed Desktop Service. Plans are well advanced to on-board further departments/ bodies over the coming 18 months.
<p>1.4.1  <b>New and emerging technology</b>            Continued consultation and cooperation with intelligent automation, aimed at redesigning and improving services, staff upskilling and</p>	Greater levels of automation and digital innovation maturity in Depts. Manage staff resourcing in transactional areas.	Q4 2022	Numbers of initiatives being implemented using new or emerging technology.	<b>DPENDR</b> <ul style="list-style-type: none"> <li>• Second iteration of RPA Framework evaluated and in place for Q3 2023.</li> <li>• Discussions currently ongoing as to a 2nd</li> </ul>

<p>retraining as jobs/roles/related processes change, ensuring better career opportunities for all staff, and includes any associated or potential impacts in terms of assignment to new roles/processes.</p> <p>Introduction of digital signatures, including but not limited to:</p> <ul style="list-style-type: none"> <li>• PAS</li> <li>• DoTransport</li> <li>• DHLGH - PRA</li> </ul> <p>DSP</p> <ul style="list-style-type: none"> <li>• Jobseeker service – expansion and improvement to services including progress on automation / online claims</li> <li>• Intreo Offices – continue cooperation with, and consultation on impacts arising from, the redesign and expansion of services to provide better customer service, more efficiency and greater opportunities for staff to reskill and enhance career progression.</li> </ul> <p>DoJ</p> <ul style="list-style-type: none"> <li>• Digital Transformation Programme across key services</li> </ul> <p>DETE</p> <p>Replacement of legacy IT systems including Employment Permits, Export Licensing; and Labour Court</p> <p>PAS</p>				<p>iteration of Future Tech Challenge with SME’s.</p> <ul style="list-style-type: none"> <li>• Due to demand, two more Foundation Certs in AI will commence in Q3 2023. Currently in the process of procuring introductory AI courses.</li> </ul> <p><b>DSP</b></p> <ul style="list-style-type: none"> <li>• Customer usage via Mywelfare.ie stands at over 11.3m transactions up to end of July.</li> <li>• Over 22.6m online transactions on the WelfarePartners site to end of July providing online services relating to Treatment Benefit, Community Employment, Wage Subsidy and Redundancy &amp; Insolvency schemes.</li> <li>• Part time Jobseeker online signing stands at 75%. There continues to be around 5K fulltime Jobseekers signing online per month.</li> <li>• A new online service to apply for Additional Needs Payment launched in April. Enhancements were made to the existing online application for Illness Benefit, resulting in an improved service for customers on MyWelfare.</li> <li>• The Back to School, Clothing &amp; Footwear Allowance service re-opened for applications on MyWelfare in June with over 99% of applications being made online that month.</li> <li>• Online video appointments for employment services operations introduced and capacity being rolled out to all offices.</li> </ul>
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<ul style="list-style-type: none"> <li>Accelerated use of AI, RPA, chatbots</li> <li>Redesign of processes and service delivery – Project Nova</li> </ul> <p>DoTransport</p> <ul style="list-style-type: none"> <li>AI / Machine Learning: assessment and implementation of new platforms such as eIDAS as eIDAS, Digital Post-box, eCase (and any subsequent introduction including preparatory phases)</li> <li>RPA: Proof Of Concept of RPA to Departments Change of Vehicle Ownership; trial deployment of RPA across department</li> </ul> <p>Oireachtas</p> <ul style="list-style-type: none"> <li>Digital Parliament Programme, including Digital Order Paper for Dáil Éireann, digitalisation of manual tasks associated with Oireachtas Committee meetings, processing and laying documents before the Houses, and integration of memory-based translation system with Dáil business system</li> </ul> <p>DRCD</p> <ul style="list-style-type: none"> <li>Ongoing co-operation and engagement with virtual first learning.</li> <li>Ongoing engagement and co-operation from staff on move to online</li> </ul>				<p><b>DOJ</b></p> <ul style="list-style-type: none"> <li>The IPOP Document Storage application went live in August to facilitate electronic application by applicants from safe countries.</li> <li>By 1 August, over 98% of the international protection strand of the regularisation scheme for Long-Term Undocumented Migrants 3,250 applicants have had a decision issued to them. Over 83% have had a Scheme-based or alternative nature of immigration permission issued to them with the alternative permission including an international protection status in a number of instances. These Scheme-based and equivalent permissions have allowed successful applicants access to the Irish labour market and State services.</li> </ul> <p><b>DETE</b></p> <ul style="list-style-type: none"> <li>Employment Permits - Requirements gathering and analysis work complete with system delivery expected to be Q2 2024.</li> <li>Export Licencing - Requirements gathering complete and system design commenced, system due late 2023/early 2024.</li> <li>Labour Court - System in final User Acceptance test ahead of go-live.</li> </ul> <p><b>OPW</b></p> <ul style="list-style-type: none"> <li>All new staff hires, rehires and staff terminations are being recorded on People XD (PXD), an end to end unified HR and</li> </ul>
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<p>application and assessment processes for funded schemes.</p> <p><b>DHLGH</b></p> <ul style="list-style-type: none"> <li>• Digital Transformation Programme across key services: planning, housing, heritage services, etc. with a focus on improving digital customer experience through process simplification and standardisation and a “digital first” approach.</li> <li>• Modernization of Housing Delivery ICT tracking system in collaboration with Local Authorities through project Díon.</li> <li>• Streamlining interagency data sharing by adoption of standards and implementation of a data exchange platform as part of the roll-out of a Data Strategy.</li> <li>• Modernisation and redesign of forecast processes, services and the production and delivery of weather, climate and hydrological information.</li> </ul>				<p>payroll system. This new system has expanded/improved reporting capabilities.</p> <ul style="list-style-type: none"> <li>• The deployment of RPA technology in Accounts Branch is already delivering efficiencies in respect of invoice processing and other Accounts tasks.</li> <li>• The HRM ICT System for OPW Operational staff is currently being rolled out across the OPW sites.</li> </ul> <p><b>PRA</b></p> <ul style="list-style-type: none"> <li>• Consultancy awarded and work has commenced on the preparation of a formal business case for a full electronic registration system.</li> </ul> <p><b>Revenue</b></p> <ul style="list-style-type: none"> <li>• RPA process implemented to automatically add stops to a customer’s profile when a letter is returned to Revenue undelivered. This avoids sending further output to an inactive address and removed manual intervention thereby realising an immediate 10 hour per day cost saving (approx. 1.5 FTE) for 12 days development time.</li> <li>• RPA process implemented to error check forms for external recruitment competitions to ensure all mandatory form elements are completed correctly. If an error is found, the candidate is automatically informed by email &amp; given the opportunity to correct the errors.</li> </ul>
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				<ul style="list-style-type: none"> <li>• Continued to expand AI Auto classification of Taxpayer Enquiries to majority of Taxes. Target 85% of Enquiries to be auto classified by Q3 2023.</li> <li>• Initial exploratory proof of concept(s) in the use of Generative AI to answer staff queries across Legislation, Operational Instructions and Taxes &amp; Duties manual.</li> <li>• Initial exploratory proof of concept(s) in the use of Generative AI to aid ICT development in code understanding, testing and code generation.</li> </ul> <p><b>PAS</b></p> <ul style="list-style-type: none"> <li>• Issued the Invitation to Tender for a new digital recruitment system and the responses to this are currently being evaluated.</li> </ul> <p><b>DCRD</b></p> <ul style="list-style-type: none"> <li>• Staff continue to engage fully with move to 'Virtual' first learning DRCD ICT Strategy 2022 - 2025 (Digital Transformation) is now published.</li> <li>• Tender completed for an organisation to support the 4 programme areas which will move to new Programme Information Management Systems (PIMS). Contracts are due to be exchanged shortly.</li> </ul> <p><b>DoTransport (DoT)</b></p> <ul style="list-style-type: none"> <li>• A Licenced Haulage Support Scheme was implemented between March and May</li> </ul>
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				<p>utilising RPA to assist in the processing of the applications.</p> <ul style="list-style-type: none"> <li>• An RPA Proof of Concept was undertaken successfully using the DoT low value payment card reconciliation process.</li> <li>• A Digital Hub has been established under the Department’s Technology Strategy 2022-25. Which brings together all aspects of ICT under a common area allowing for better ICT governance, power digital transformation and enhance the delivery of ICT services to the Department and the citizen.</li> </ul> <p><b>DHLGH</b></p> <ul style="list-style-type: none"> <li>• The Heritage Modernisation Programme has progressed from the Discovery to Stabilisation phase.</li> <li>• Project Díon is a major project for the Department. Contracts have been awarded and Phase 0 is reaching completion. This solution will streamline the way housing schemes operate and enable even better evidence informed decision making.</li> <li>• A Data Strategy has been developed &amp; published. Continued implementation of its actions based around improved Data Management and Data Analytics.</li> <li>• Met Eireann has made significant inroads in the introduction and development of new technologies and systems as part of their program of continuous improvement.</li> </ul>
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				<p><b>Oireachtas</b></p> <ul style="list-style-type: none"> <li>• The second phase of Áis-Linn, the Members Portal, which provides a Parliamentary Business Calendar went live in June.</li> <li>• Development of a Chamber Business Manager completed, which will be used to manage the items of business before the Dáil as they take place.</li> <li>• The Digital Signage for Committees development is well underway and will be introduced around the campus in Q4 2023.</li> </ul>
<b>PRIORITY 3 - Flexibility and strengthening capacity</b>				
<b>ACTIONS</b>	<b>OUTCOMES</b>	<b>TIMEFRAME</b>	<b>MEASURES</b>	<b>PROGRESS/ACHIEVEMENTS JAN – SEPT '23</b>
<p>1.3.1(4), 1.3.5(4), 1.5.4(5)</p> <p><b>Flexible working</b></p> <p>Agreement in principle to work with departments/offices in relation to revised or new flexible working arrangements following normal consultation processes, taking into account the current agreement on flexible working. This will include, but is not limited to the following:</p> <ul style="list-style-type: none"> <li>• Blended working policies across the Civil Service</li> <li>• DSP (Review, refine and expand functions/services offered by Intreo offices. Including a review and enhancement of cross-divisional working arrangements. This may include the potential to broaden the scope to include work currently done by other PSBs. With the focus on improving customer service,</li> </ul>	<p>Increased flexibility for employee, employer and better services to the public.</p>	<p>Q2 2021</p> <p>Q1 2021 - Q4 2022</p>	<p>Blending Working Policy Framework agreed.</p> <p>Number of blended working policies in place in organisations.</p> <p>Cooperation in relation to revised or new flexible working arrangements including agreement on blended working policies and associated changes to work practices.</p>	<ul style="list-style-type: none"> <li>• The evaluation of the flexi-accrual pilot scheme, as recommended by the Civil Service Arbitration Board, has been completed and was communicated to stakeholders in May.</li> <li>• The Work Life Balance and Miscellaneous Provisions Act 2023 was signed into law in April. The legislation introduces the right to request remote working for all employees and the right to request flexible working for parents and carers. Both of these will take effect following the publication of a Workplace Relations Commission Code of Practice on the Right to Request Remote/Flexible Working. The Blended Working Policy Framework for Civil Service Organisations will be reviewed to ensure it is aligned to the Code of Practice.</li> </ul> <p><b>DETE</b></p>

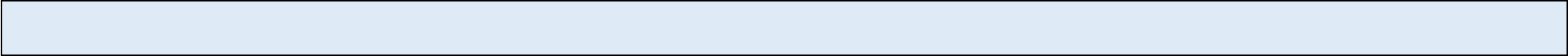
<p>increasing efficiency and providing opportunities for staff to upskill.</p> <ul style="list-style-type: none"> <li>• DE TE (to pilot a 'connected teams' project with a focus on team behaviours in a blended work framework)</li> <li>• Agriculture (additional flexible arrangements including compressed/autonomous hours)</li> </ul>		<p>Q1 2021 - Q4 2022</p>		<ul style="list-style-type: none"> <li>• The ConnEcTEd Teams Programme's aim was to identify and embed best practices and initiatives to support blended working in the Department. Key initiatives and practices such as Peer2Peer (networking initiative connecting new and established staff members), Buddy support system, revised Induction programme, improved VC, work planning and collaboration tools, and switch to on-demand learning opportunities are well established. The learnings from the ConnEcTEd Teams Programme are now being embedded through the second version of Department's Blended Working Policy and the 'Team Charters' toolkit (published in June), which shows teams how to discuss and agree on the best ways of working and delivering on their business goals through blended working.</li> </ul>
<p>1.3.1(4), 1.3.5(4), 1.5.4(5) <b>Accommodation</b> Local engagement and cooperation with any changes to property utilisation required by departments to support their business , including preparatory changes aimed at making better and/or more efficient use of office space. This specifically includes changes in office space resulting from flexible ways of working (e.g. blended working.) This may mean, but is not limited to the following:</p> <ul style="list-style-type: none"> <li>• Working to the concept of agile, open plan accommodation (at all grades)</li> </ul>	<p>More efficient use of capital resources and reduction in overhead costs.</p>	<p>Q1 2021 - Q4 2022</p>	<p>Co-operation with changes to associated working practices and changes to accommodation to deliver efficiencies.</p>	<p><b>DOJ</b></p> <ul style="list-style-type: none"> <li>• Facilities actions relating to the implementation and standing up blended working are now complete.</li> </ul> <p><b>DCRD</b></p> <ul style="list-style-type: none"> <li>• Reviewing software application used in relation to the booking of hot desks this will provide greater efficiency and enhance the usage rates by staff and provide improved data and metrics for the assessment of desk usage overall.</li> </ul>

<ul style="list-style-type: none"> <li>• Optimising the utilisation of desks including the question of rights to designated workstations</li> <li>• Optimising office floor plates through no automatic right to single occupancy office for any grade while having due regard for the effectiveness of blended working</li> <li>• Colocation across organisations when required</li> </ul> <p>This will include, but is not limited to office reconfiguration/rationalisation in the following organisations: Justice</p>				<ul style="list-style-type: none"> <li>• Savings accrued on heating/running costs due to implementation of green initiatives.</li> </ul> <p><b>Revenue</b></p> <ul style="list-style-type: none"> <li>• Revenue published Green Roadmap commitments, which include: (i) continuing to consolidate office footprint, (ii) establishing Green Teams in each office to drive carbon reduction goals and, (iii) optimising the Revenue Fleet by moving towards procurement of EV's.</li> <li>• Reduced accommodation footprint and relocated staff in several locations. Consolidated accommodation footprint moving staff from: (i) St. John's House in Tallaght to the Plaza Tallaght, (ii) Lansdowne House to a number of other building locations and, (iii) River House in Limerick to offices in Sarsfield House.</li> </ul> <p><b>DFIN</b></p> <ul style="list-style-type: none"> <li>• Undertaking rationalisation of offices with a view to maximising the space available - actions took place during August in one buildings.</li> <li>• Meeting rooms upgraded to host video conference meetings.</li> <li>• Jabra bars provided to Divisions facilitating more virtual meetings in individual offices.</li> <li>• Participant in the Reduce Your Use initiative 2022/23. Efficiency gains are being achieved through the implementation of</li> </ul>
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				structured energy management, building/facilities upgrades, retrofits, energy procurement and through staff engagement on energy issues. Selected by SEAI as a website case study on how to implement changes and achieve positive results.
<p><b>1.3.3 Organisational Reviews</b> Cooperation in relation to organisational reviews following normal consultation processes. In the first instance that involves:</p> <p>DRCO ongoing co-operation with actions arising from Organisational Capacity Review</p>				<p><b>DCRD</b></p> <ul style="list-style-type: none"> <li>• Many of the actions from the OCR of 2020, have been implemented and form part of ongoing systems and processes. Including areas such as policy and programme delivery, fostering better partnerships, Strengthening Governance, Data and HR actions.</li> <li>• Structural changes complete to support more streamlined implementation of funding streams.</li> </ul>
<p>1.3.3, 1.5.2, 1.4.1(3) <b>Professionalisation</b> Cooperation with the development of strategies for further professionalisation of functional expertise (e.g.HR, ICT)following normal consultation processes. Supporting future skills development as set out in the 2030 future skills plan (e.g. major projects management, policy, data analytics).</p> <p>Co-operation with the implementation of ongoing ICT strategies.</p>	Accelerate the professionalisation of functions through defined strategies, including functional career paths for all required functions to deliver goals of CS Renewal 2030	Q1 2021 - Q4 2022	<ul style="list-style-type: none"> <li>• Number of Functional development strategies across the CS and PS</li> <li>• Number of defined 'specialist career paths' across the CS and PS</li> <li>• Number of specialist competitions and hires into (recruitment),and through (mobility) the system</li> </ul>	<p><b>Move2ICT programme</b>, a pilot reskilling initiative by the OGCIO, launched in March with c.40 trainees commencing training in September with the IPA. This programme is open to existing staff, currently at grades below that of EO, who will be recruited to work as ICT Specialists - Service Desk Engineer at Executive Officer level.</p> <p>9 Civil Service organisations having submitted requests for staff members from the programme.</p>

<p>*Apprenticeship's are part of the functional strategies, please see the above actionre National Apprenticeship Plan.</p>				
<b>PRIORITY 4 - Business/operational/policy changes leading to internal efficiencies</b>				
<b>ACTIONS</b>	<b>OUTCOMES</b>	<b>TIMEFRAME</b>	<b>MEASURES</b>	<b>PROGRESS/ACHIEVEMENTS JAN – SEPT '23</b>
<p>1.3.3 Business/operational/policy changes leading to internal efficiencies. In the first instance that involves:</p> <p>DAFM: The parties reaffirm their commitment to constructive engagement on DAFM outsourcing proposals, in accordance with protocols set out in previous national agreements.</p>	<p>More efficient deployment of veterinary and technical resources to high value core work.</p>	<p>Q4 2021</p>	<p>Outsourcing of TSE Sampling in Knackeries. Staff are deployed to higher value work which will yield greater organisational and societal benefit.</p>	<p><b>DAFM</b></p> <ul style="list-style-type: none"> <li>• Engagement between the parties has been finalised and a disagreed report has been signed off at Departmental Council.</li> </ul>
<p>1.5.3(3) <b>Standardisation</b> In principle agree standardisation and automation of policies and associated processes with a view achieving greater efficiencies (e.g. HCM or any other related HR/IT system) following normal consultation processes.</p>	<p>Responsive, timely, streamlined, efficient policies</p>	<p>Q4 2022</p>	<p>Cooperation with new more efficient processes</p>	<p>The Public Service Sick Leave Regulations (S.I. 124/2014) have been amended with effect from 04 September. These amendments will enhance equity of treatment of public servants across sectors through standardising certain provisions. They will also streamline certain elements of the Sick Leave Scheme, thereby reducing costly administrative burden. Revised sick leave circulars are being</p>

				published in each sector in tandem with the legislative changes.
<p>1.5.3(3)  <b>Redesign of policies</b>  Agreement that the following principles will apply in the redesign of all HR policies. This includes but is not limited to:</p> <ul style="list-style-type: none"> <li>- The policy reforms including legislative changes deemed necessary for move to the WRC e.g. discipline, grievance, and appeals structures. - Reform of annual leave and bereavement leave policies and processes.</li> </ul> <p>Principle: Decision making will be devolved to the appropriate management level reflecting normal employment law standards  Principle: Policies and procedures will be streamlined in line with good employment law / HR practice, and in particular, will avoid unnecessary layers or additional steps.  Principle: Design of policies will deliver efficient (e.g. cost-effective and timely) and user-friendly processes.  Principle: Processes will be standardised, wherever feasible, to deliver efficiencies.</p>	Responsive, timely, streamlined, efficient policies	Q3 2021 – Q4 2022	Revised policies in place where required.	<ul style="list-style-type: none"> <li>• Revised annual leave circular issued and application processes updated to facilitate the revised annual leave policy.</li> <li>• The guidelines for probation are being revised to align with S.I. No. 686 of 2022 - European Union (Transparent and Predictable Working Conditions) Regulations 2022.</li> <li>• Domestic Violence and Abuse policy developed in line with Work/Life Balance legislation.</li> </ul>
<b><u>Compliance with industrial peace provisions of the Agreement:</u></b>				
There has been compliance with the industrial peace provisions of the Agreement and recourse to the dispute resolution process as provided for under the Agreement where appropriate.				



**Sign off:** 

Secretary General of the Department of Public Expenditure NDP Delivery and Reform on behalf of the Civil Service Sector

**Date:** 11/09/2023